



**EMERGENCY  
MEASURES  
ORGANIZATION**

EMERGENCY MEASURES ORGANIZATION

## **QUALIFICATION STANDARD**

# **GROUND SEARCH AND RESCUE SEARCH MANAGER**

**( GSAR-SM )**



Northwest  
Territories Municipal and Community Affairs



*This publication was jointly funded between the Government of the Northwest Territories  
and the Government of Canada through the New Search and Rescue Initiatives Fund.*



**FOREWORD**

1. This training document was developed by the Government of the Northwest Territory in cooperation with the National Search and Rescue Secretariat. It was prepared using the approved National Criteria and other material required for safe and efficient Ground Search and Rescue (GSAR) operations within the Northwest Territories.
2. This document, unlike many other standards, is not fixed. It is a living document and as such is expected to grow and require revisions. The Government of the Northwest Territories relies upon the feedback and suggestions of responders, both from within and from outside the Territories, to keep this book current and valid. As new techniques, technologies, and “Best Practices” become apparent, our standards must reflect these innovations.
3. This Course Training Standard (CTS) is effective upon receipt and supersedes all previously used training standards or training guidelines. Performance Checks (PCs) are currently the responsibility of the individual instructor who will ensure that the standards contained in this publication are strictly adhered to.
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**Community Emergency Management Coordinator  
Municipal and Community Affairs  
Government of the Northwest Territories  
Box 1320  
Yellowknife, NT X1A 2L9**

Or by FAX to:

**1-867-873-8193** (Within North America)  
**001-867-873-8193** (Outside North America)



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Dates of issue for original and changed pages are:

<b>ORIGINAL ..... 2005–04–01</b>	CH 5.....	CH 10.....
CH 1.....	CH 6.....	CH 11.....
CH 2.....	CH 7.....	CH 12.....
CH 3.....	CH 8.....	CH 13.....
CH 4.....	CH 9.....	CH 14.....

Zero in Change No. column indicates an original page. Total number of pages in this publication is 136 consisting of the following:

<b>Page No.</b>	<b>Change No</b>
Cover .....	0
i to ii .....	0
A to D.....	0
1-1 to 1-2 .....	0
2-1 to 2-4 .....	0
A2-1/2 .....	0
B2-1/2 .....	0
C2-1/2 .....	0
D2-1/2 .....	0
E2-1/2 .....	0
3-1 to 3-2 .....	0
A3-1/2 .....	0
4-1 to 4-2 to .....	0
4-401.09-1 to 4-401.09-2.....	0
4-401.10-1 to 4-401.10-2.....	0
4-401.11-1 to 4-401.11-2.....	0
4-401.12-1 to 4-401.12-2.....	0
4-402.17-1 to 4-402.17-4.....	0
4-402.18-1 to 4-402.18-4.....	0
4-402.19-1 to 4-402.19-4.....	0
4-402.20-1 to 4-402.20-4.....	0
4-408.01-1 to 4-408.01-2.....	0
4-408.01.01-1 to 4-408.01.01-2.....	0
4-408.01.02-1 to 4-408.01.02-2.....	0

**GSAR-SM**

4-408.01.03-1 to 4-408.01.03-2..... 0  
4-408.01.03.01-1 to 4-408.01.03.01-4 ..... 0  
4-408.01.03.02-1 to 4-408.01.03.02-4 ..... 0  
4-408.01.03.03-1 to 4-408.01.03.03-2 ..... 0  
4-408.01.04-1 to 4-408.01.04-2..... 0  
4-408.01.05-1 to 4-408.01.05-4..... 0  
4-408.01.06-1 to 4-408.01.06-2..... 0  
4-408.01.07-1 to 4-408.01.07-2..... 0  
4-408.02-1 to 4-408.02-2..... 0  
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4-408.02.02-1 to 4-408.02.02-4..... 0  
4-408.02.03-1 to 4-408.02.03-4..... 0  
4-408.02.04-1 to 4-408.02.04-4..... 0  
4-408.03-1 to 4-408.03-2..... 0  
4-408.03.01-1 to 4-408.03.01-4..... 0  
4-408.03.02-1 to 4-408.03.02-2..... 0  
4-408.03.03-1 to 4-408.03.03-4..... 0  
4-408.03.04-1 to 4-408.03.04-2..... 0  
4-408.04-1 to 4-408.04-2..... 0  
5-1 to 5-4 ..... 0  
6-1 to 6-4 ..... 0  
Back Cover ..... 0

**TABLE OF CONTENTS**

**CHAPTER ONE – GENERAL**

Outline of Training ..... 1-1  
 Use of the CTS ..... 1-1  
 Conduct of Training ..... 1-1  
 Method of Achieving Objectives ..... 1-1  
 Course Summary..... 1-2

**CHAPTER TWO – COURSE MANAGEMENT**

Aim..... 2-1  
 Qualification ..... 2-1  
 Training Equivalency Review ..... 2-1  
 Scheduling..... 2-1  
 Course Capacity ..... 2-1  
 Requirements ..... 2-2  
 Resources..... 2-2  
 Managing Agency and Training Agency..... 2-3  
 Course Pre-Requisites..... 2-4  
 Related Documents ..... 2-4  
 Evaluation..... 2-4  
 Course Critique..... 2-4  
 Annex A – Request For Training Equivalency Form ..... A2-1/2  
 Annex B – GSAR–BR Training Equivalencies Granted ..... B2-1/2  
 Annex C – GSAR–TL Training Equivalencies Granted ..... C2-1/2  
 Annex D – GSAR–SM Training Equivalencies Granted ..... D2-1/2  
 Annex E – Course Critique Form..... E2-1/2

**CHAPTER THREE – ASSESSMENT OF CANDIDATE**

General..... 3-1  
 Progress Monitoring ..... 3-1  
 Unsatisfactory Course Progress..... 3-1  
 Candidate Training File ..... 3-2  
 Performance Checks ..... 3-2  
 Supplemental Assessment..... 3-2  
 Training Reports ..... 3-3  
 Course Critiques..... 3-3  
 Annex A – Training Report Form..... A3-1/2

**CHAPTER FOUR – TRAINING OBJECTIVES**

<b>PO 401</b>	<b>PROGRAM</b>	
PO 401.09	Advanced Responsibilities .....	4-401.09-1
PO 401.10	Prerequisites .....	4-401.10-1
PO 401.11	Advanced responsibilities in leadership areas .....	4-401.11-1
PO 401.12	Experience in search leadership .....	4-401.12-1
<b>PO 402</b>	<b>GENERAL OPERATIONAL</b>	
PO 402.17	Knowledge and recognition of responsibilities .....	4-402.17-1
PO 402.18	Preplanning .....	4-402.18-1
PO 402.19	Site management .....	4-402.19-1
PO 402.20	Record keeping .....	4-402.20-1

**GSAR–SM**

**PO 408            MANAGING THE SEARCH FUNCTION**

PO 408.01	Planning .....	4-408.01-1
PO 408.01.01	Size up.....	4-408.01.01-1
PO 408.01.02	Lost person behaviour.....	4-408.01.02-1
PO 408.01.03	Initial search strategies and tactics .....	4-408.01.03-1
PO 408.01.03.01	Defining Search Areas and Segments .....	4-408.01.03.01-1
PO 408.01.03.02	Initial Response Tactics .....	4-408.01.03.02-1
PO 408.01.03.03	Determining Probabilities of Area.....	4-408.01.03.03-1
PO 408.01.04	Assembling and assigning resources for maximum efficiency.....	4-408.01.04-1
PO 408.01.05	Strategies and tactics for second and later operational periods .....	4-408.01.05-1
PO 408.01.06	Planning for transition to next operational period.....	4-408.01.06-1
PO 408.01.07	Changing Probabilities: third and subsequent periods.....	4-408.01.07-1
PO 408.02	Execution.....	4-408.02-1
PO 408.02.01	Communicating with search teams .....	4-408.02.01-1
PO 408.02.02	Rescuing and evacuating the located victim .....	4-408.02.02-1
PO 408.02.03	Handling evidence and fatalities .....	4-408.02.03-1
PO 408.02.04	Outside Influences: media, politicians, relatives .....	4-408.02.04-1
PO 408.03	Demobilization (specific) .....	4-408.03-1
PO 408.03.01	Suspension.....	4-408.03.01-1
PO 408.03.02	Recall/checking out .....	4-408.03.02-1
PO 408.03.03	Incident debriefings and feedback .....	4-408.03.03-1
PO 408.03.04	Critical incident stress management .....	4-408.03.04-1
PO 408.04	Wilderness vs. Urban Search: similarities and differences .....	4-408.04-1

**CHAPTER FIVE – ABBREVIATIONS AND TERMINOLOGY**

**CHAPTER SIX – TRAINING SUPPORT REQUIREMENTS**

General .....	6-1
Course Training Requirements.....	6-1
Twenty-Four Hour Pack.....	6-2
Search Management Command Post .....	6-3



## CHAPTER ONE

### GENERAL



---

**Outline of Training**  
**Use of the CTS**  
**Conduct of Training**  
**Method of Achieving Objectives**  
**Course Summary**



CHAPTER 1

**GENERAL**

**OUTLINE OF TRAINING**

1. A Ground Search and Rescue Search Manager (GSAR–SM) requires training in the following: Program; General Operation; and Managing The Search Function. This training will qualify the candidate to be employed as a Search Manager managing a search.
2. All GSAR training has been designed based on the fact that:
  - a. Candidates are of legal age. Candidates under the legal age must have signed authorization;
  - b. Using 15 minutes as a standard period of instruction which allows the maximum flexibility in instruction time and makes the instructor concentrate on **must knows**; and
  - c. **Both** skill and theoretical knowledge are emphasised.

**USE OF THE CTS**

3. This CTS provides the authority to SAR Teams and Community Coordinators to conduct Ground Search and Rescue Team Leader training.

**CONDUCT OF TRAINING**

4. The following are the performance objectives that encompass the GSAR Team Leader course:
  - a. PO 401 — Program;
  - b. PO 402 — General Operation; and
  - c. PO 408 — Managing The Search Function

**METHOD OF ACHIEVING OBJECTIVES**

5. A large proportion of the GSAR Search Manager performance objectives are knowledge based. A hands–on learning approach is essential to the teaching of these subjects. The lesser portion of the GSAR Search Manager is skill related. Careful selection of instructors and good pre–class preparation is essential to the success of the classes. It cannot be emphasised enough that the GSAR Search Managers are responsible for the management of the SAR Team or Community Response Group and that the consequences of error are high. As such, a well run GSAR Search Manager course is important in this regard.

**COURSE SUMMARY**

6. Training time has been generally allocated for the GSAR Search Manager training as follows:

PERFORMANCE OBJECTIVE	SEARCH MANAGER
401 – PROGRAM	0
402 – GENERAL OPERATION	12

403 – NAVIGATION	0
404 – TELECOMMUNICATIONS	0
405 – SEARCH	0
406 – LOST PERSON BEHAVIOUR	0
407 – FIRST AID <sup>(1)</sup>	0
408 – MANAGING THE SEARCH FUNCTION	27
<b>15 MINUTE PERIODS REQUIRED</b>	<b>39</b>
<b>7 HOUR DAYS REQUIRED</b>	<b>1.39</b>

**NOTE 1:** First Aid training is not programmed as part of this training. It shall be delivered by a certified instructor.

**CHAPTER TWO**  
**COURSE MANAGEMENT**



---

**Aim**  
**Qualification**  
**Training Equivalency Review**  
**Scheduling**  
**Course Capacity**  
**Requirements**  
**Resources**  
**Managing Agency and Training Agency**  
**Course Pre-Requisites**  
**Related Documents**  
**Evaluation**  
**Course Critique**

**Annex A – Request For Training Equivalency Form**  
**Annex B – GSAR–BR Training Equivalencies Granted**  
**Annex C – GSAR–TL Training Equivalencies Granted**  
**Annex D – GSAR–SM Training Equivalencies Granted**  
**Annex E – Course Critique Form**



## CHAPTER 2

**COURSE MANAGEMENT****AIM**

1. The aim of this training is to provide the candidate with the knowledge and skills necessary to perform as a Ground Search and Rescue (GSAR) Responder at the SEARCH MANAGER level.

**QUALIFICATION**

2. Successful completion of this course constitutes the primary means of attaining the GSAR Search Manager qualification.

**TRAINING EQUIVALENCY REVIEW**

3. Candidates with other GSAR qualifications that they feel are comparable shall submit a Request for Training Equivalency Review (shown at Annex A) through their SAR Team or Community Coordinator to the Managing Authority (MA). The Managing Authority will then contact the original training agency and obtain sufficient information so as to determine what training previously obtained can be applied towards the NWT GSAR Standards.

4. Previous training will be applied at all levels of the NWT GSAR Standard to ensure that the individual can be certified under the NWT GSAR Standard as quickly as possible.

5. Once the Managing Authority has completed the review, the Request for Training Equivalency Review along with the Training Equivalencies Granted (shown at Annex B, C, and D) will be returned to the originating SAR Team or Community Coordinator. The results will show what NWT GSAR training has been deemed “taught” and what remaining training is required to complete the qualification(s).

**SCHEDULING**

6. *Due to the complex protocols taught at this level, no local training is authorised. The School of Community Government will schedule courses, which will be the only means of attaining this qualification.*

**COURSE CAPACITY**

7. The capacity is unlimited in theory. However, course capacity is not to exceed available instructional and support resources.

8. Practical course capacity is:

- a. Minimum – 12 candidates;
- b. Maximum – 24 candidates; and
- c. Maximum – 8 candidates per syndicate during practical field training exercises.

**REQUIREMENTS**

9. Delivery Method. The course shall be delivered as a formal course.

## **GSAR–SM**

10. Course Duration. Although actual instruction is less than one and a half days (1.39), it is strongly recommended that a full two days be used to teach and practice the protocols taught.

11. Period Duration. The instructor shall determine the optimal period length based upon the subject being taught and the knowledge level of the candidates.

### **RESOURCES**

12. The following are the resources required to carry out this training:

a. Facilities:

(1) Classrooms, and

b. Material:

(1) Search Management related materials **(TO BE DETERMINED)**

(2) Audio–Visual equipment (1 per course):

(a) Chalkboard,

(b) Flip chart, and

(c) TV/VCR,

### **MANAGING AGENCY AND TRAINING AGENCY**

13. The Managing Agency (MA) for this course is MACA Community Emergency Management Section who will ensure training standards are being met and implementing any required changes.

14. The Training Agency (TA) for this course shall be:

a. The School of Community Government (SCG).

15. The School of Community Government shall run all Ground Search and Rescue Search Manager Courses and shall be the only authorised Training Agency (TA) for this training.

### **COURSE PRE–REQUISITES**

16. Completion of the Ground Search and Rescue Team Leader Course is required in order to progress to the Ground Search and Rescue Search Manager Course.

### **RELATED DOCUMENTS**

17. References used in this course are listed in CHAPTER 6 – TRAINING SUPPORT REQUIREMENTS.

### **EVALUATION**

18. The evaluation process is contained in CHAPTER 3 – ASSESSMENT OF CANDIDATES.

### **COURSE CRITIQUE**



19. Course critiques will be held at the conclusion of the course to obtain feedback on learning activities, the presentation of the training program, content and administration procedures. This should not preclude anyone from commenting on positive matters or reporting problems as they arise.
20. The completed course critique forms (shown at Annex E) shall be reviewed by the applicable TA and then forwarded to the MA.
21. The MA will, on a yearly basis, consolidate all course critiques into a summary, which shall then be distributed to every TA, SAR Team, and Community Coordinator.





# REQUEST FOR TRAINING EQUIVALENCIES

PERSONAL DATA			
SURNAME		SAR TEAM / COMMUNITY	
FIRST NAME	INITIALS	LOCATION	TELEPHONE (    )    -
TRAINING INFORMATION			
COURSE		TRAINING AGENCY	
INSTRUCTOR (If known)		LOCATION	TELEPHONE (    )    -
COURSE		TRAINING AGENCY	
INSTRUCTOR (If known)		LOCATION	TELEPHONE (    )    -
COURSE		TRAINING AGENCY	
INSTRUCTOR (If known)		LOCATION	TELEPHONE (    )    -
COURSE		TRAINING AGENCY	
INSTRUCTOR (If known)		LOCATION	TELEPHONE (    )    -
GENERAL COMMENTS			
COMMENTS BY SAR TEAM or COMMUNITY SENIOR INSTRUCTOR			
SAR TEAM or COMMUNITY SENIOR INSTRUCTOR	DATE	SIGNATURE	

- COPY 1 - CANDIDATE**
- COPY 2 - TRAINING AGENCY**
- COPY 3 - MANAGING AGENCY**





# TRAINING EQUIVALENCIES GRANTED

PERSONAL DATA			
SURNAME		SAR TEAM / COMMUNITY	
FIRST NAME	INITIALS	LOCATION	TELEPHONE ( ) -

## GROUND SEARCH AND RESCUE – BASIC RESPONDER EQUIVALENCIES GRANTED

Program	General Operation	Navigation	Telecommunications	Search	Lost Person Behaviour	First Aid	Managing The Search Function
<input type="checkbox"/> 401.01	<input type="checkbox"/> 402.01	<input type="checkbox"/> 403.01	<input type="checkbox"/> 404.01.01	<input type="checkbox"/> 405.01.01	<input type="checkbox"/> 406.01	<input type="checkbox"/> 407.01	
<input type="checkbox"/> 401.01.01	<input type="checkbox"/> 402.01.01	<input type="checkbox"/> 403.01.01	<input type="checkbox"/> 404.01.02	<input type="checkbox"/> 405.02.01			
<input type="checkbox"/> 401.02	<input type="checkbox"/> 402.02	<input type="checkbox"/> 403.01.02		<input type="checkbox"/> 405.04.01			
<input type="checkbox"/> 401.02.01	<input type="checkbox"/> 402.02.01	<input type="checkbox"/> 403.01.03		<input type="checkbox"/> 405.05.01			
<input type="checkbox"/> 401.03	<input type="checkbox"/> 402.03	<input type="checkbox"/> 403.01.04		<input type="checkbox"/> 405.06.01			
<input type="checkbox"/> 401.03.01	<input type="checkbox"/> 402.03.01	<input type="checkbox"/> 403.01.05		<input type="checkbox"/> 405.07			
<input type="checkbox"/> 401.04	<input type="checkbox"/> 402.04	<input type="checkbox"/> 403.01.06		<input type="checkbox"/> 405.08			
<input type="checkbox"/> 401.04.01	<input type="checkbox"/> 402.04.01	<input type="checkbox"/> 403.01.07		<input type="checkbox"/> 405.09			
<input type="checkbox"/> 401.05	<input type="checkbox"/> 402.05	<input type="checkbox"/> 403.01.08		<input type="checkbox"/> 405.10			
<input type="checkbox"/> 401.05.01	<input type="checkbox"/> 402.05.01	<input type="checkbox"/> 403.02		<input type="checkbox"/> 405.11			
<input type="checkbox"/> 401.06	<input type="checkbox"/> 402.06	<input type="checkbox"/> 403.02.01		<input type="checkbox"/> 405.12			
<input type="checkbox"/> 401.06.01	<input type="checkbox"/> 402.06.01	<input type="checkbox"/> 403.02.02		<input type="checkbox"/> 405.13.01			
<input type="checkbox"/> 401.07	<input type="checkbox"/> 402.06.02	<input type="checkbox"/> 403.02.03		<input type="checkbox"/> 405.13.02			
<input type="checkbox"/> 401.07.01	<input type="checkbox"/> 402.07	<input type="checkbox"/> 403.02.04		<input type="checkbox"/> 405.13.03			
	<input type="checkbox"/> 402.07.01	<input type="checkbox"/> 403.02.05		<input type="checkbox"/> 405.14.01			
	<input type="checkbox"/> 402.07.01.01	<input type="checkbox"/> 403.02.06					
	<input type="checkbox"/> 402.07.02	<input type="checkbox"/> 403.02.07					
	<input type="checkbox"/> 402.07.03	<input type="checkbox"/> 403.02.08					
	<input type="checkbox"/> 402.07.04	<input type="checkbox"/> 403.02.09					
	<input type="checkbox"/> 402.07.05	<input type="checkbox"/> 403.02.10					
	<input type="checkbox"/> 402.07.06						
	<input type="checkbox"/> 402.08						
	<input type="checkbox"/> 402.08.01						
	<input type="checkbox"/> 402.08.02						
	<input type="checkbox"/> 402.08.03						
	<input type="checkbox"/> 402.08.04						
	<input type="checkbox"/> 402.08.05						
	<input type="checkbox"/> 402.09						
	<input type="checkbox"/> 402.09.01						

## COMMENTS BY MANAGING AUTHORITY

MANAGING AUTHORITY	DATE	SIGNATURE
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**COPY 1 - CANDIDATE**  
**COPY 2 - TRAINING AGENCY**  
**COPY 3 - MANAGING AGENCY**







Emergency Measures Organization

**TRAINING EQUIVALENCIES GRANTED**

**GSAR-TL**

**PERSONAL DATA**

SURNAME		SAR TEAM / COMMUNITY	
FIRST NAME	INITIALS	LOCATION	TELEPHONE ( ) -

**GROUND SEARCH AND RESCUE – TEAM LEADER EQUIVALENCIES GRANTED**

Program	General Operation	Navigation	Telecommunications	Search	Lost Person Behaviour	First Aid	Managing The Search Function
<input type="checkbox"/> 401.08	<input type="checkbox"/> 402.01.02	<input type="checkbox"/> 403.01.09	<input type="checkbox"/> 404.02.01	<input type="checkbox"/> 405.01.02	<input type="checkbox"/> 406.01	<input type="checkbox"/> 407.02	
<input type="checkbox"/> 401.09	<input type="checkbox"/> 402.02.02	<input type="checkbox"/> 403.02.11	<input type="checkbox"/> 404.03.01	<input type="checkbox"/> 405.02.02	<input type="checkbox"/> 406.02		
	<input type="checkbox"/> 402.04.02	<input type="checkbox"/> 403.02.12	<input type="checkbox"/> 404.04.01	<input type="checkbox"/> 405.03	<input type="checkbox"/> 406.03		
	<input type="checkbox"/> 402.06.03	<input type="checkbox"/> 403.02.13	<input type="checkbox"/> 404.05.01	<input type="checkbox"/> 405.04.02	<input type="checkbox"/> 406.04		
	<input type="checkbox"/> 402.06.04			<input type="checkbox"/> 405.05.02	<input type="checkbox"/> 406.05		
	<input type="checkbox"/> 402.06.05			<input type="checkbox"/> 405.14.02	<input type="checkbox"/> 406.06		
	<input type="checkbox"/> 402.06.06			<input type="checkbox"/> 405.15.01	<input type="checkbox"/> 406.07		
	<input type="checkbox"/> 402.07.07			<input type="checkbox"/> 405.16.01	<input type="checkbox"/> 406.08		
	<input type="checkbox"/> 402.07.07.01			<input type="checkbox"/> 405.17.01			
	<input type="checkbox"/> 402.08.06			<input type="checkbox"/> 405.18.01			
	<input type="checkbox"/> 402.08.07			<input type="checkbox"/> 405.19.01			
	<input type="checkbox"/> 402.08.08			<input type="checkbox"/> 405.20.01			
	<input type="checkbox"/> 402.09.02			<input type="checkbox"/> 405.21.01			
	<input type="checkbox"/> 402.10			<input type="checkbox"/> 405.22.01			
	<input type="checkbox"/> 402.10.01			<input type="checkbox"/> 405.23.01			
	<input type="checkbox"/> 402.11						
	<input type="checkbox"/> 402.12						
	<input type="checkbox"/> 402.12.01						
	<input type="checkbox"/> 402.13						
	<input type="checkbox"/> 402.13.01						
	<input type="checkbox"/> 402.14						
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	<input type="checkbox"/> 402.15						
	<input type="checkbox"/> 402.15.01						
	<input type="checkbox"/> 402.16						
	<input type="checkbox"/> 402.16.01						

**COMMENTS BY MANAGING AUTHORITY**

Empty space for comments by managing authority.

MANAGING AUTHORITY	DATE	SIGNATURE
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COPY 1 - CANDIDATE  
 COPY 2 - TRAINING AGENCY  
 COPY 3 - MANAGING AGENCY









# TRAINING EQUIVALENCIES GRANTED

PERSONAL DATA			
SURNAME		SAR TEAM / COMMUNITY	
FIRST NAME	INITIALS	LOCATION	TELEPHONE ( ) -

### GROUND SEARCH AND RESCUE – SEARCH MANAGER EQUIVALENCIES GRANTED

Program	General Operation	Navigation	Telecommunications	Search	Lost Person Behaviour	First Aid	Managing The Search Function
<input type="checkbox"/> 401.10	<input type="checkbox"/> 402.17						<input type="checkbox"/> 408.01
<input type="checkbox"/> 401.11	<input type="checkbox"/> 402.18						<input type="checkbox"/> 408.01.01
<input type="checkbox"/> 401.12	<input type="checkbox"/> 402.19						<input type="checkbox"/> 408.01.02
	<input type="checkbox"/> 402.20						<input type="checkbox"/> 408.01.03
							<input type="checkbox"/> 408.01.03.01
							<input type="checkbox"/> 408.01.03.02
							<input type="checkbox"/> 408.01.03.03
							<input type="checkbox"/> 408.01.04
							<input type="checkbox"/> 408.01.05
							<input type="checkbox"/> 408.01.06
							<input type="checkbox"/> 408.01.07
							<input type="checkbox"/> 408.02
							<input type="checkbox"/> 408.02.01
							<input type="checkbox"/> 408.02.02
							<input type="checkbox"/> 408.02.03
							<input type="checkbox"/> 408.02.04
							<input type="checkbox"/> 408.03
							<input type="checkbox"/> 408.03.01
							<input type="checkbox"/> 408.03.02
							<input type="checkbox"/> 408.03.03
							<input type="checkbox"/> 408.03.04
							<input type="checkbox"/> 408.04

### COMMENTS BY MANAGING AUTHORITY

MANAGING AUTHORITY	DATE	SIGNATURE
--------------------	------	-----------

COPY 1 - CANDIDATE  
 COPY 2 - TRAINING AGENCY  
 COPY 3 - MANAGING AGENCY





COURSE DATA	
COURSE TITLE <b>GSAR – TEAM LEADER</b>	DELIVERY METHOD
COMMUNITY TRAINING TOOK PLACE	COURSE DATES From _____ To _____
SENIOR INSTRUCTOR	INSTRUCTOR
INSTRUCTOR	INSTRUCTOR

COURSE CONTENT (Indicate by checking the box in the scale how well the particular topic was covered.)					
PERFORMANCE OBJECTIVE	Very Poorly	Poorly	Adequate	Well	Very Well
401 Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
402 General Operation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
408 Managing The Search Function	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GENERAL COMMENTS (Indicate by checking the box in the scale how you felt.)					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The course material was presented in a manner easy to understand.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Tools/equipment were serviceable and available when required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The practical portions were sufficient in length to practice new skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The Field Exercise was sufficient in length to confirm new skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The Instructors were helpful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Comments made by staff were helpful and constructive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Individual assistance was available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Classrooms and training areas were adequate for training purposes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Written and Practical tests were fair and understandable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. My employer required me to take holidays to attend this training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SUGGESTIONS FOR IMPROVING THE COURSE** (Please Print)



**CHAPTER THREE**  
**ASSESSMENT OF CANDIDATE**



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**General**  
**Progress Monitoring**  
**Unsatisfactory Course Progress**  
**Candidate Training File**  
**Performance Checks**  
**Supplemental Assessment**  
**Course Reports**  
**Course Critiques**

**Annex A – Training Report Form**



## CHAPTER 3

**ASSESSMENT OF CANDIDATE****GENERAL**

1. Performance Checks (PC) based on the Performance Objectives (PO) shall be the basis for candidate assessment. A candidate must pass in all POs listed in Chapter 4 of this CTS in order to complete the course successfully.
2. Each of the 3 POs in the NWT GSAR Search Manager Level will be assessed using one of two evaluation methods. At times, the POs may be assessed using a combination of these methods. The two methods are as follows:
  - a. **Skill Checks (SC).** This method of assessment is used to evaluate a candidate's skill level; in other words, to check a candidate's performance of a skill. The candidate will be asked to correctly perform an action. A written examination is not required. **A pass (P) or fail (F) grading will be assigned,** and
  - b. **Knowledge Checks (KC).** These tests can be written or oral, although it is strongly recommended that they be written. **The pass mark is 80 per cent.**

**PROGRESS MONITORING**

3. The progress of each candidate is to be monitored by the senior instructor. Monitoring will provide an early warning of any difficulties that the candidate might be experiencing and it will provide some feedback on the effectiveness of the training.

**UNSATISFACTORY COURSE PROGRESS**

4. Unsatisfactory course progress is often indicated by one of the following criterion:
  - a. A failure of any one of the POs; or
  - b. A lack of attendance at training sessions.
5. A candidate failing a PC will be allowed to rewrite the PC if:
  - a. The attempt is likely to be successful; and
  - b. The attempt can be completed before the end of the scheduled training for that serial.
6. Prior to attempting a PC rewrite, the Senior Instructor will ensure that the candidate receives the necessary remedial training and information. The conditions of the supplemental PC will be identical to that of the original PC (level of performance required to pass, access to references and assistance, time to complete, etc.), although the questions or scenarios may differ.
7. Failure of any supplemental PC, or the failure of three initial PCs, will constitute a training failure and require the convening of a Training Review Board.
8. The Senior Instructor may direct that a candidate be removed from training:
  - a. When the progress is so obviously below the minimum standard that it is unlikely the required standard will be attained; or

## GSAR–SM

- b. When the continued presence of the candidate on the training program is adversely affecting the training, safety or morale of the other candidates.

### CANDIDATE TRAINING FILE

9. A training folder for each candidate shall be maintained and shall contain the following:
  - a. All PCs completed (to include all written tests and assessment forms); and
  - b. Training Record showing POs, grade attained and any comments the instructor feels necessary to assist in completing the Course Report.

### PERFORMANCE CHECKS

10. The following paragraphs expand and clarify the conduct of PCs:
  - a. PO 401 – Program. This PO will be assessed by means of a written test and through observations during the practical exercises. Recorded as Pass/Fail.
  - b. PO 402 – General Operation. This PO will be assessed by means of a written test and through observations during practical exercises. Recorded as Pass/Fail.
  - c. PO 408 – Managing the Search Function. This PO will be assessed by means of a written test and through observations during the practical exercises. Recorded as Pass/Fail.

### SUPPLEMENTAL ASSESSMENT

11. It is the duty of the senior instructor to determine if supplemental assessment is required. There is no fixed schedule for retesting; the senior instructor must set aside the required time for retesting on an individual basis. Retesting may require remedial training, rechecking and/or retraining.

12. A successful retest is equal to a **pass** in the case of a Skill Check and it is equal to the minimum passing grade of **80 per cent** in the case of a Knowledge Check.

### COURSE REPORTS

13. A GNWT EMO Training Report shall be prepared for each candidate and distributed in accordance with the addressees listed therein. The training report shall be descriptive, identifying the candidate's strengths and areas needing improvement.

14. A Training Report will be completed for each candidate for all training courses that the candidate attends. The Candidate Training Record, which is held by either the SAR Team or Community Training Coordinator, will be updated with the results on the Training Report following the completion of any courses.

### COURSE CRITIQUES

15. The course critique process is contained in CHAPTER 2 – COURSE MANAGEMENT.





# TRAINING REPORT

PERSONAL DATA		COURSE DATA	
SURNAME		COURSE TITLE	
FIRST NAME	INITIALS	DELIVERY METHOD	
HOME SAR TEAM / COMMUNITY		COURSE DATES From _____ To _____	
DISPOSITION PASSED <input type="checkbox"/> FAILED <input type="checkbox"/> N/A <input type="checkbox"/> GRADE _____ STOOD _____ IN A CLASS OF _____ upper 1/3 <input type="checkbox"/> middle 1/3 <input type="checkbox"/> Lower 1/3 <input type="checkbox"/>		TRAINING AGENCY	
		RECOMMENDED AS POTENTIAL INSTRUCTOR FOR THIS COURSE Yes <input type="checkbox"/> No <input type="checkbox"/> NA <input type="checkbox"/>	
GENERAL COMMENTS - (Indicate strengths and weaknesses.)			
CANDIDATE <i>I have read this report</i> Date _____ Signature _____		INSTRUCTOR COMMENTS Date _____ Signature _____	
COMMENTS BY SAR TEAM or COMMUNITY SENIOR INSTRUCTOR			
COURSE ENDING QUALIFICATION STATUS (Training Agency to note required action)			
<input type="checkbox"/> Unit Training completed – Managing Agency to initiate update action. <input type="checkbox"/> Training completed – Managing Agency to initiate update action.			
SAR TEAM or COMMUNITY SENIOR INSTRUCTOR		DATE	SIGNATURE

**COPY 1 - CANDIDATE**  
**COPY 2 - TRAINING AGENCY**  
**COPY 3 - MANAGING AGENCY**



**CHAPTER FOUR**  
**TRAINING OBJECTIVES**





CHAPTER 4

**TRAINING OBJECTIVES**

The pages that follow contain details on each PO for each proficiency level. This includes the performance statement, conditions, standard statement and references.



**PERFORMANCE OBJECTIVE**

401.09

**Advanced responsibilities****Team Leader****1. PERFORMANCE**

The Search Manager will be able to recognize his responsibility for the overall management of the search with the consent of the Incident Commander.

**2. RATIONALE**

The Search Manager is, in effect, the CEO of a SAR operation, and must handle and delegate all management responsibilities as authorized by the Incident Commander.

**3. STANDARD**

The Search Manager candidate will recognize and execute his responsibilities to all parties involved in a search and rescue effort, conforming to current North American practice, and specifically to the standards included in this section.

**4. TEACHING POINTS**

See the detail of the standards described in this section.

**5. SUPPORTING SKILLS**

Natural leadership ability is an asset. Management skills are an asset.

**6. SUPPORTING KNOWLEDGE**

GSAR-BR training, Team Leader training, and field experience.

**7. TIME**

10 minutes.

**8. REFERENCES**

Managing the Lost Person Incident (NASAR) 1997

Search Management for the Initial Response Incident Commander (ERI, 2001)

Search is an Emergency, a Text for Managing Search Operations, (ERI, 1994)  
Basic Ground Search and Rescue, W. Merry (NWT RCMP / EMO)

Search and Rescue Fundamentals, (REI, Olympia, WA)

Local team policies and SOP's

SAR Management Kit, Search Manager folder

**9. REMARKS**

This section is primarily an overview of Search Manager Responsibilities and does not go into the detail of each; this will be accomplished in individual PO's.



## PERFORMANCE OBJECTIVE

401.10

## Prerequisites

## Search Manager

**1. PERFORMANCE**

The SAR Manager (SM) candidate will be able to show that he/she has had appropriate formal training in Basic Ground Search and Rescue and Team Leader skills, from or equivalent to the Northwest Territories Emergency Measures Organization training programs.

**2. RATIONALE**

Understanding of Basic and Team Leader skills and theory are essential to understanding of Search Management theory and practice.

**3. STANDARD**

The SM will be able to demonstrate the he / she has taken the courses as prescribed above, or their equivalent.

**4. TEACHING POINTS**

None

**5. SUPPORTING SKILLS**

As above

**6. SUPPORTING KNOWLEDGE**

As above

**7. TIME**

None

**8. REFERENCES**

None

**9. REMARKS**

It is recommended that the Search Manager trainee provide proof of previous GSAR-BR and Team Leader formal training, OR challenge and pass appropriate written and practical skills examinations. Training equivalencies from other jurisdictions should be acceptable, provided they conform reasonably to the National Search and Rescue Secretariat equivalencies guidelines.



**PERFORMANCE OBJECTIVE**

401.11

**Advanced responsibilities in leadership areas**

**Search Manager**

See Performance Objective 401.09



**PERFORMANCE OBJECTIVE**

**401.12**

**Experience in search leadership**

**Search Manager**

See Performance Objective 401.10



## PERFORMANCE OBJECTIVE

402.17

**Knowledge and recognition of responsibilities****Search Manager****1. PERFORMANCE**

The SAR Manager (SM) will be able to describe and follow the legal requirements and responsibilities involved in a SAR operation.

**2. RATIONALE**

To work efficiently, safely and cooperatively with a variety of individuals and jurisdictions, the SM must know the responsibilities and legal requirements of each.

**3. STANDARD**

The SM will be able to describe the SAR jurisdictions affecting the Northwest Territories, the performance and financial responsibilities of each, and the legalities affecting SAR personnel.

**4. TEACHING POINTS**

SAR Jurisdictions:

- RCMP,
  - ◆ Jurisdiction, NWT and other,
  - ◆ Incident (Search) Commander,
  - ◆ Resources,
  - ◆ Financial responsibilities,
- DND,
  - ◆ Rescue coordination centers,
  - ◆ Jurisdiction and location,
  - ◆ Callout,
  - ◆ Financial responsibilities,
- Canadian Rangers,
  - ◆ Mandate,
  - ◆ Voluntary ground SAR work,
  - ◆ Callout through RCMP,
  - ◆ Financial responsibility,

## GSAR-SM

- Coast Guard,
  - ◆ Coast Guard Auxiliary,
  - ◆ Mandate,
  - ◆ Callout,
  - ◆ Financial responsibility,
- Parks Canada,
  - ◆ Jurisdiction,
  - ◆ Cooperation with other agencies,
  - ◆ Financial responsibility,
- Emergency Measures Organization,
  - ◆ SAR Volunteer Organizations,
  - ◆ EMO support in SAR events,
  - ◆ EMO support of Community Searches,
  - ◆ EMO support of Public Searches.

Legal requirements affecting SAR volunteers:

Workmen's Compensation coverage,

Importance of volunteer signup and record keeping,

Sticking to skills commensurate with training.

Volunteer liability in SAR:

- Trends toward litigation,
- Maintenance of accurate management records.

Regional Differences:

Northwest Territories search categories,

- Family search,
  - ◆ Family, friends participate informally,
  - ◆ Not funded,
- Community search,



- ◆ Community jurisdiction,
- ◆ Funding available from EMO,
- Public search,
  - ◆ RCMP jurisdiction,
  - ◆ Funding from RCMP, EMO, and other participating jurisdictions.

**5. SUPPORTING SKILLS**

SM should have good interpersonal skills. Some management skills are desirable.

**6. SUPPORTING KNOWLEDGE**

SM should have Basic SAR and SAR Management training. Basic knowledge of NWT and Federal SAR programs is desirable.

**7. TIME**

30 minutes approximately.

**8. REFERENCES**

Basic Ground Search and Rescue (NWT)  
 Northwest Territories Civil Emergency Measures Act

**9. REMARKS**

It is desirable to have EMO and RCMP representatives available to briefly describe their responsibilities and answer questions. Time may be a factor here.



## PERFORMANCE OBJECTIVE

402.18

## Preplanning

## Search Manager

**1. PERFORMANCE**

The SAR Manager (SM) will be able to preplan effectively for search operations and to organize a search organization according to current North American standards.

**2. RATIONALE**

Conventional organization facilitates team and interagency efficiency. Preplanning ensures rapid and efficient emergency response.

**3. STANDARD**

The SM will be able to preplan for potential SAR operational responses in a manner, which will maximize the efficiency and coordination of all applicable resources.

**4. TEACHING POINTS**

Developing a local Vulnerability Assessment:

- Determining who, what, when, where, why incidents occur, or will occur,
- Recognition of resources for adequate preparation,
- Personnel,
- Equipment,
- Bases,
- Transport,
- Communications,
- Supporting services,

Developing a Resource Inventory:

- Personnel inventory form,
- Resource inventories,
- Team,
- RCMP,
- EMO assistance,
- Map supply and reproduction.

## GSAR-SM

- Identifying local potential search bases (see 402.19).
- Identification of local team policies/guidelines (as per community).

ICS management structure:

- Conventional structure,
- Modified ICS management structure for SAR.

Job descriptions within the ICS management structure:

- Incident (Search) Commander
- Search Manager,
- Plans Chief,
- Logistics (Support) Chief (may absorb Finance),
- Operations Chief,
- Communications Chief,
- Team Leaders.

Establishing mutual aid and cooperative relations with other agencies and jurisdictions:

- Working through EMO and RCMP.

Preplanning the callout:

- Callout chains, pagers,
- Work conflicts,
- Ensuring preparedness of field searchers.

### 5. SUPPORTING SKILLS

Some management skills are desirable.

### 6. SUPPORTING KNOWLEDGE

Familiarity with the community is required. SM should have Basic SAR training. Basic knowledge of NWT and Federal SAR programs is desirable.

### 7. TIME

25 minutes approximately

### 8. REFERENCES

Basic Ground Search and Rescue W. Merry (NWT RCMP / EMO)

Northwest Territories Civil Emergency Measures Act

Local team policies and SOP's

SAR Management Kit

**9. REMARKS**

Search Management Kit contains forms to simplify preplanning.



**PERFORMANCE OBJECTIVE**

402.19

**Site management****Search Manager****1. PERFORMANCE**

The search manager will be able to establish a search base and arrange required logistics.

**2. RATIONALE**

An efficient, well-supplied base of operations and field camps are essential to any effective SAR operation.

**3. STANDARD**

The SAR Manager (SM) will be able to select, set up and supply a suitable Search Base and Field Camps, working with what is available.

**4. TEACHING POINTS**

Selection of Search Base in developed area:

- Availability of communications, planning area, staging area, press/family areas, eating / sleeping facilities,
- Availability of supply: food, water, fuel, SAR supplies,
- Availability of transport, parking, aircraft,
- Access to first aid and medical.

Setup of Search Base:

- Isolation of planning function from distractions,
- Importance of posted information,
- Accessibility to search maps,
- Volunteer registration and Staging areas,
- Rest / refreshment/sleeping areas.
- Logistics for Search Base (varies with community),

Responsibility of Logistics Chief,

- Varies with community: refer to preplan,
- Volunteer community assistance,
- ISS assistance.

## GSAR-SM

- Selection of Field Camps (varies with area),
- Siting for access to search area,
- Siting for access to logistic supply,
- Siting for access to shelter, water, fuel,
- Safety and health considerations in siting field camps,
- Siting related to heliports, airstrips,
- Siting for communications.

### Evolution of Command Structure:

- Command build-up following initial call,
- Span of control,
- Operational periods,
- Importance of rapid build-up.

### Site Security and Supply:

- At urban site, use of RCMP for security,
- Signage,
- 24-hour presence at site,
- Bear safety at field camps,
- Food/cooking control,
- Non-lethal bear deterrence,
- Firearms safety and policy (local variations),
- Site supply (responsibility of Logistics).

## 5. SUPPORTING SKILLS

Management skills are an asset.

## 6. SUPPORTING KNOWLEDGE

Familiarity with local area and conditions.

Trainee should have Basic SAR training.

## 7. TIME



20 minutes approximately

**8. REFERENCES**

Basic Ground Search and Rescue W. Merry (NWT RCMP / EMO)

Northwest Territories Civil Emergency Measures Act

Search is an Emergency (ERI) 1994

Search Management: Initial Response (part I), video, Spectra Communications

Search Management for the Initial Response Incident Commander (ERI) 2001

**9. REMARKS**

None



**PERFORMANCE OBJECTIVE**

402.20

**Record keeping****Search Manager****1. PERFORMANCE**

Record and maintain records of personnel, equipment and operations.

**2. RATIONALE**

Detailed and accurate records are essential for efficiency, safety, and legal considerations.

**3. STANDARD**

The SAR Manager (SM) will be able to determine which records are kept and oversee their compilation and maintenance.

**4. TEACHING POINTS**

Legal implications of records:

- Potential use in inquests, litigation,
- Potential use in Workman's Compensation Board conflicts.

Search Management Kits:

- Familiarization with NWT kit.

Format and functions of specific critical records:

- Operations log,
- Radio log,
- Registration forms,
- Assignment forms,
- Objectives forms,
- Financial records,
- Search map,
- Map scale,
- Map type,
- Custom maps,
- Overlays,

## **GSAR-SM**

- Equipment registration and sign-out forms,
- Other forms as required.

Assigning responsibility for record keeping:

- Ensuring clear assignments for record keeping,
- Evolution of log responsibility as staff builds up,
- RESTAT (resource status recording),
- SITSTAT (situation status recording).

Computers in record keeping:

- Pros / cons of standard computers and software,
- Search management software: pros / cons.

Demobilization:

- Ensuring all personnel checked in,
- Ensuring all equipment checked in and maintained,
- Completion of all records,
- Submission of reports where required,
- Submission of financial records / expenses / invoices where required,
- Compensation for loss/damage of personal equipment.

### **5. SUPPORTING SKILLS**

Basic computer literacy is an asset. Advanced training with modern search management software a prerequisite if it is to be used.

### **6. SUPPORTING KNOWLEDGE**

Familiarity with either Search Management Kit or Search Manager type computer software desirable.

GSAR-BR training.

### **7. TIME**

30 minutes approximately.

### **8. REFERENCES**

Contents of Search Management Kit

Basic Ground Search and Rescue W. Merry (NWT RCMP / EMO)

Search is an Emergency (ERI) 1994

**9. REMARKS**

None



## PERFORMANCE OBJECTIVE

408.01

## Planning

## Search Manager

**1. PERFORMANCE**

The SAR Manager will be able to evaluate the lost person report in terms of urgency, and determine the best and safest initial response commensurate with available resources.

**2. RATIONALE**

The SAR Manager must be completely familiar with search planning techniques in order to plan an appropriate, safe and effective initial response.

**3. STANDARD**

The Search Manager will be able to evaluate subject information to determine urgency, identify problems and assess consequences, determine initial response objectives utilizing available resources, and commence build-up in the event initial response is not successful.

**4. TEACHING POINTS**

The Lost/Missing Person Report,

Adequacy of information,

Continuing investigation.

Urgency determination,

Using the urgency rating,

Urgency rating vs. instinct and local knowledge,

Worst-case scenario.

Developing an initial scenario analysis,

Done with planning team,

Weighted by consensus.

Evaluating immediate resources and transport,

Estimating time of access.

Identifying contingencies,

Hazards to subject,

Hazards to searchers,

## **GSAR-SM**

Weather forecasts.

Developing objectives for initial response,

Importance of written objectives,

Use of objectives forms,

Designing objectives,

Later objective.

The Action Plan for initial response.

Dispatching initial response.

Build-up: being proactive,

Alerting further resources,

Alerting relief,

Alerting other agencies, mutual aid,

Importance of the resource inventory preplan.

### **5. SUPPORTING SKILLS**

SM should have good management skills, be able to handle stressful situations.

### **6. SUPPORTING KNOWLEDGE**

Local knowledge, history of SAR in area is desirable• SM should have Basic SAR training.

### **7. TIME**

20 minutes approximately

### **8. REFERENCES**

Basic Ground Search and Rescue (NWT)

Search is an Emergency 1994 (ERI)

Search Management: Initial Response (part I), video, Spectra Communications

Search Management for the Initial Response Incident Commander (ERI) 2001

### **9. REMARKS**

Reference #3 above (video) is especially useful in presenting the planning process.



**PERFORMANCE OBJECTIVE**

408.01.01

**Size up**

**Search Manager**

See Performance Objective 408.01



**PERFORMANCE OBJECTIVE**

408.01.02

**Lost person behaviour****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to understand basic principles of lost person behaviour, and locate reference material for specific categories of lost persons.

**2. RATIONALE**

To develop initial and later scenario analyses, plan searches, and instruct searchers in what to look for, knowledge of lost person behaviour is extremely valuable.

**3. STANDARD**

The Search Manager will apply his knowledge of lost person behaviour to the planning process.

**4. TEACHING POINTS**

Profiles: statistical probabilities.

Effects of health, biological cycles, past experience, environment, travel aids on behaviour.

Uphill - downhill probabilities (from Syrotuck).

Probable direction of travel.

Empathizing with subject.

Distance found from point of origin charts, Hill, Nova Scotia, Cornell and Heth, Alberta,

Using the charts.

Typical behaviours of various categories of lost persons:

- Children 1-6,
- Children 7-12,
- Hunters,
- On foot,
- Motorized,
- Hikers,
- Elderly,
- Mentally challenged (all ages),

## **GSAR-SM**

- Despondent,
- Fishers,
- Boaters,
- Climbers,
- Trappers,
- Prospectors
- Hired Mining Claim Stakers,
- Snowmobilers, recreational,
- Snowmobilers, non-recreational,
- Miscellaneous persons.

### **5. SUPPORTING SKILLS**

Skill in using reading charts. An empathetic search planner will have an advantage in developing an accurate scenario analysis.

### **6. SUPPORTING KNOWLEDGE**

Familiarity with probability charts, local knowledge. Candidate should have Basic SAR training.

### **7. TIME**

20 minutes approximately.

### **8. REFERENCES**

Basic Ground Search and Rescue, W. Merry (NWT)

Search Management Kit (RCMP / EMO)

Search Management for the Initial Response Incident Commander (ERI, 2001)

Lost Person Behaviour, Dr. Kenneth Hill, National SAR Secretariat, Ottawa

### **9. REMARKS**

Case histories of northern lost person behaviours are valuable in teaching this subject. Probability charts in the Search Management Kits or from references will be a course staple. For further study, see Dr. Ken Hill's Home Page on most search engines for other papers and presentations.

**PERFORMANCE OBJECTIVE**

**408.01.03**

**Initial search strategies and tactics**

**Search Manager**

See Performance Objectives    408.01.03.01  
   408.01.03.02  
   408.01.03.03



## PERFORMANCE OBJECTIVE

408.01.03.01

**Defining Search Areas and Segments****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to outline a search area and segment it on the search map.

**2. RATIONALE**

For most efficient use of resources, the search area must be clearly designated and divided into segments, which can be searched in one operational period.

**3. STANDARD**

Using the four standard methods of establishing a search area, the Search Manager will define the limits of the search area, determine boundaries of segments which can be seen or flagged, and segment the area into sectors which can be searched in a single operational period.

**4. TEACHING POINTS**

Search area-planning time.

Significance of Initial Planning Point (IPP),

Last Known Position (LKP),

Point Last Seen (PLS),

Departure point,

Planned route.

Procedures for establishing and reducing search area,

Theoretical maximum area,

Based on charts or estimates,

Statistical probabilities areas,

Charts of distances from LKP,

Subjective boundaries,

Based on topography, natural, cultural features,

Deductive reasoning,

Based on subject's probable interests, weather, condition etc.,

Final outline of total search area.

## **GSAR-SM**

Segmenting (sectoring) the Search Area,  
Reasons for segmentation,  
Manageable units,  
Complete coverage,  
Searchable size units,  
Defining Segment Boundaries,  
Importance of visibility to searchers,  
Types of boundaries,  
Manmade (cultural features),  
Natural (topographic features),  
Improvised (flagged, string line, line of sight),  
Using map overlays,  
Tendency to oversize segments,  
Factors: access time + search time + exit time,  
Typical segment search times,  
Subdividing established segments,  
Designating travel routes as segments in snowmobile/ATV/boat searches.

### **5. SUPPORTING SKILLS**

Map interpretation

### **6. SUPPORTING KNOWLEDGE**

Basic SAR training

### **7. TIME**

20 minutes approximately

### **8. REFERENCES**

Search is an Emergency 1994, W. Merry (ERI)

Search Management: Initial Response (part I), video, Spectra Communications

Search Management for the Initial Response Incident Commander, (ERI) 2001



Managing the Lost Person Incident (NASAR) 1997

**9. REMARKS**

Instructor must be aware of very strong tendency to oversize segments and to underestimate time required for access / search / exit.



**PERFORMANCE OBJECTIVE**

408.01.03.02

**Initial Response Tactics****Search Manager****1. PERFORMANCE**

The Search Manager will be able to plan initial response tactics as part of the overall search strategy.

**2. RATIONALE**

Initial response resources are usually small, and must be utilized with the greatest efficiency while the search area is still small and the subject responsive.

**3. STANDARD**

The SAR Manager will plan and dispatch limited initial response resources with efficient and effective tactics.

**4. TEACHING POINTS**

Passive initial response search techniques: when to use:

- Confinement,
- Roadblocks,
- Trail blocks,
- Camp-ins,
- Lookouts,
- Sign cutting,
- Track traps,
- String lines,
- Combinations.
- Attraction,
- Sounds,
- Calling,
- Horns, whistles sirens etc.,
- Loud sound attraction (gunshots).
- Visual beacons, daylight,

## GSAR-SM

- Smoke,
- Panels,
- Captive balloons,
- Helicopter.
- Visual beacons, night,
- Safety of subject travel at night,
- Lights,
- Fires,
- Flares,
- Subject mobility vs. passive techniques.

Active initial response search techniques:

- Quick reconnaissance, most subjects found this way,
- Bastard search,
- Route search,
- Destination search,
- Point of origin sign cuts,

Importance of clue/sign awareness.

Search dogs,

Usually RCMP function,

Order of use,

Weather/environment/time effects on scent,

Aircraft reconnaissance.

Weather / vegetative cover limitations,

CASARA, private, commercial pilots,

Spotter training,

Special value on linear features, open areas,

Helicopter-mounted forward-looking infra-red (FLIR).

**5. SUPPORTING SKILLS**

Candidate needs good organization skills.

**6. SUPPORTING KNOWLEDGE**

GSAR-BR training.

Good knowledge of local SAR history, local geography and environment will be of great value.

**7. TIME**

30 minutes approximately

**8. REFERENCES**

Basic Ground Search and Rescue, W. Merry, (NWT)

Search is an Emergency 1994 (ERI)

Search Management: Initial Response (part I), video, Spectra Communications

Search Management for the Initial Response Incident Commander, (ERI) 2001 5. Fundamentals of Mantracking, Taylor and Cooper, 1993 (ERI)

**9. REMARKS**

Local terrain and resources will dictate which are most effective and which may not be useful.

RCMP Dog Handler may be brought in if available to describe how dogs work and how they interact with other search techniques.

If CASARA is available and time permits, a brief presentation of air search technique and spotter training is useful.



## PERFORMANCE OBJECTIVE

408.01.03.03

**Determining Probabilities of Area****Search Manager****1. PERFORMANCE**

The SAR Manager, with the planning team, will be able to assign priorities to the segments of the search area.

**2. RATIONALE**

As the search area is always bigger than can be searched by available resources and time is a survival factor, it is critical that areas most likely to contain the subject be identified.

**3. STANDARD**

Using the consensus (Mattson) method or modified Mattson method, the Search Manager will utilize the cumulative knowledge of the planning team to assign probabilities of area (POA's) to each segment.

**4. TEACHING POINTS**

Defining concepts:

- POA (probability of area),
- POD (probability of detection),
- POS (probability of success).

Selection of consensus participants:

- SAR skills, local knowledge,
- Maximum size (5),
- Problems of too small a team.
- Using the Consensus Probabilities of Area form (Mattson or Modified Mattson).
- Assigning POA's.

Dealing with shifting POA's:

- Recalculating using ERI matrix,
- Recalculating with computer software,
- Redoing Consensus form.
- Recalculating POA's when significant clues found.

## **GSAR-SM**

### **5. SUPPORTING SKILLS**

Basic math skills.

### **6. SUPPORTING KNOWLEDGE**

SM must have Basic SAR training.

### **7. TIME**

15 minutes approximately.

### **8. REFERENCES**

Search is an Emergency 1994 (ERI)

Search Management: Initial Response (part I), video, Spectra Communications

Search Management for the Initial Response Incident Commander (ERI) 2001

Search Management Kit (RCMP / EMO)

### **9. REMARKS**

Mattson or Modified Mattson methods are both acceptable. Use Modified Mattson with more skilled group, as it may be confusing. (Video reference uses Modified Mattson.)

Instructor must stress importance of individual opinions being given equal weight during consensus.



## PERFORMANCE OBJECTIVE

408.01.04

**Assembling and assigning resources****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to assign resources in such a way that the maximum possible efficiency is achieved.

**2. RATIONALE**

As segments most likely to contain the subject are identified, it is essential that they be searched first with the highest probability of success, using available resources.

**3. STANDARD**

Utilizing the consensus probabilities of area arrived at by the planning team, and consulting probability of detection tables for different search types, the Search Manager will assign resources to segments to ensure the highest probability of success (POS).

**4. TEACHING POINTS**

The  $POA \times POD = POS$  formula.

The cumulative POD chart.

Probability calculations tables (from kit):

- Hill statistics (Nova Scotia),
- Cornell-Heth statistics (Alberta).

POD charts:

- "Recommended Sweep Search Conditions", (Colwell),
- The Critical Separation graph.

POD types vs. estimated subject responsiveness:

- Advantage of lower POD over wider area initially,
- Desirability of sound sweep immediately following initial response,
- Problems with unresponsive subjects.
- Application of  $POA \times POD = POS$  formula to segments.
- Combined resources and cumulative POD's.

Conflicting or improper resource use,

## **GSAR-SM**

Searchers prior to dogs,  
Aircraft during sound sweeps,  
Confusing sweep team signals,  
Uncoordinated attraction signals,  
Unflagged search procedures,  
Gaps in sweep searches,  
Failing to use sound adequately.  
Briefing assigned teams.

### **5. SUPPORTING SKILLS**

Skills in interpreting charts and graphs.  
Basic math.

### **6. SUPPORTING KNOWLEDGE**

Trainee should have Basic SAR training.

### **7. TIME**

25 minutes approximately.

### **8. REFERENCES**

Search is an Emergency 1994 (ERI)

Search Management: Initial Response (part I), video, Spectra Communications

Search Management for the Initial Response Incident Commander (ERI) 2001

Search Management Kit (RCMP / EMO) (Specifically, Probability Calculations Tables from Plans Chief folder)

“New Concepts for Grid Searching”, Martin Colwell, ERI Canada

### **9. REMARKS**

This EO may be confusing to some with minimal math skills. It may be desirable to assign reading. Team practice with multiple scenarios, if time allows, will help understanding and retention, as usually one or more members of a 3-person teams will understand and demonstrate to others.

## PERFORMANCE OBJECTIVE

408.01.05

**Strategies and tactics for operational periods****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to adjust tactics to fit the situation when initial response tactics have not been successful.

**2. RATIONALE**

While about 90% of searches are solved by initial response tactics, the Search Manager must be prepared to use more thorough tactics for subsequent operational periods.

**3. STANDARD**

Maintaining urgency and still utilizing “alive and responsive” techniques in most cases, the Search Manager will plan and dispatch resources to provide more thorough coverage of high probability sectors, and attempt to provide efficient coverage of lower probability areas. He will continue to build up the search effort.

**4. TEACHING POINTS**

Continuing “alive and responsive” techniques for +/- 72 hours:

- Low probability/large area sound sweeps,
- Multiple sound sweeps,
- Trail/route sound sweeps,
- Gunshot attraction with motorized equipment or helicopters,
- Continuing attraction/confinement locations,
- Continuing rapid reconnaissance where appropriate,
- Trail/route/travel aid recon,
- Continuing sound attraction,
- Sign departing trail or route,
- Aerial search,
- Repeated over flights alert subject,
- Repeated over flights providing different light angle,
- Motorized or boat search,
- Destination/shelter checks.

## GSAR-SM

- Helicopter to sign-cut travel aids or routes away from LKP.
- Trackers for binary search.
- Boats/aircraft to maximum downstream distance in river search.

Alerting or calling out specialty resources or mutual aid (through EMO):

- Rescue Coordination Center or CASARA,
- Mountain rescue,
- Whitewater rescue,
- Coast Guard Auxiliary,
- Forward-looking infra-red (FLIR),
- Cadaver dogs,
- IFR aircraft for night search for lights,
- Advanced search management team with computer software and skills,
- Mutual aid for massive or extended searches.

### 5. SUPPORTING SKILLS

Map interpretation.

Interviewing skills.

Skills in interpreting charts and graphs.

Basic math.

### 6. SUPPORTING KNOWLEDGE

Familiarity with POA-POD concepts.

Trainee must have Basic SAR training.

### 7. TIME

15 minutes approximately

### 8. REFERENCES

Search is an Emergency 1994 (ERI)

Search Management: Initial Response (part II), video, Spectra Communications

Search Management for the Initial Response Incident Commander (ERI) 2001

Search Management Kit (RCMP / EMO) (Specifically, Probability Calculations Tables from Plans Chief folder)

“New Concepts for Grid Searching”, Martin Colwell, ERI Canada

Managing the Lost Person Incident (NASAR) 1997

**9. REMARKS**

Search Manager candidates must have a good understanding of probability calculations to be effective.



## PERFORMANCE OBJECTIVE

408.01.06

**Planning for transition to next operational period****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to plan for smooth transitions between shifts and operational periods.

**2. RATIONALE**

In order to minimize fatigue and maximize efficiency, new shifts of searchers and managers are required as the search grows. Operational periods must be of reasonable length and the transition between teams must be smooth.

**3. STANDARD**

The Search Manager will set operational periods as dictated by the situation, will set clear objectives for each operational period, and will transmit these, along with a clear understanding of the situation, to the relief management team.

**4. TEACHING POINTS**

Setting operational periods:

- Varying lengths,
- Usually 8 - 12 hours,
- 0600 - 1800 and 1800 - 0600 are common,
- Allowances for shift change, management briefing, team briefing, access, search, egress, debriefing,
- Factors: fatigue, incoming resources, environment.

Objectives for incoming management team:

- No loss of time in preplanning.

Preparing action plan:

- One plan per period,
- Copies of action plan and critical documents.
- Evaluating changing situation and resource requirements.

Preparing situation status and resource status:

- Recording,
- SITSTAT (Situation Status Recorder) function,

## **GSAR-SM**

- RESTAT (Resource Status Recorder) function.
- Briefing incoming team.
- Importance of relinquishing leadership and resting for next shift.

### **5. SUPPORTING SKILLS**

Good communications skills an asset.

### **6. SUPPORTING KNOWLEDGE**

GSAR-BR training.

### **7. TIME**

15 minutes approximately.

### **8. REFERENCES**

Search is an Emergency 1994 (ERI)

Search Management: Initial Response (part II), video, Spectra Communications

Search Management for the Initial Response Incident Commander (ERI) 2001

Search Management Kit (RCMP / EMO) (Specifically, Probability Calculations Tables from Plans Chief folder)

Managing the Lost Person Incident (NASAR) 1997

### **9. REMARKS**

It is essential that the Search Manager be able to prepare and transmit a clear understanding of resource status, situation status, and a clear action plan with objectives to the incoming management team so that no time will be lost in duplication of effort.



## PERFORMANCE OBJECTIVE

408.01.07

## Changing probabilities

## Search Manager

**1. PERFORMANCE**

The SAR Manager will be able to adjust tactics to fit the situation when initial responses and early operational periods have not been successful.

**2. RATIONALE**

As the search progresses and builds up, search segments must be searched to a high Probability of Detection (POD), requiring more thorough search techniques, which begin to presume an unresponsive subject. The Search Manager will also have to deal with increased, sometimes massive, off-the-street volunteer resources and increased media and family pressures.

**3. STANDARD**

Estimating the likelihood of subject responsiveness, the Search Manager will increase thoroughness of searches until theoretical cumulative POD (cumPOD) for each segment has approached 80%. He will build up the management team to adequately cover the span of control, and if necessary will call in an advanced management team with computer software and skills to manage massive manpower.

**4. TEACHING POINTS**

Continuing confinement until subject estimated immobility.

Continuing attraction and sound sweeps until subject estimated unresponsiveness.

Continuing dog search.

Continuing sign cutting.

Continuing air search.

Consideration of visual search tactics:

- Critical separation sweeps,
- Open grid sweeps,
- Closed grid in clue areas.
- Searching segments until cumPOD reaches 80% +/-.
- Continuing investigation.

Maintenance of close liaison with family of subject:

- Keeping apprised of efforts,
- Ensuring 1-2 persons do liaison,

## **GSAR-SM**

- Positive attitude no lies.

Maintaining close liaison with media:

- Usually RCMP function,
- Press releases.

Shifting POA's as segments are searched:

- Recalculation of POA's,
- Using chart,
- Using computer software,
- Redoing Mattson consensus.
- Consideration of cadaver dogs.

### **5. SUPPORTING SKILLS**

All prior skills.

Empathy, skills in dealing with distraught persons are desirable.

### **6. SUPPORTING KNOWLEDGE**

Trainee must have Basic SAR training.

### **7. TIME**

20 minutes approximately

### **8. REFERENCES**

Search is an Emergency 1994 (ERI)

Search Management: Initial Response (part II), video, Spectra Communications

Search Management for the Initial Response Incident Commander (ERI) 2001

Search Management Kit (RCMP / EMO) (Specifically, Probability Calculations Tables from Plans Chief folder)

Managing the Lost Person Incident (NASAR) 1997

### **9. REMARKS**

As search enters the third and subsequent operational periods the likelihood of a good outcome diminishes, dealing with volunteers becomes formidable, press and family stresses and influences increase, morale declines, fatigue becomes an increasing factor.

**PERFORMANCE OBJECTIVE**

**408.02**

**Execution**

**Search Manager**

See Performance Objectives 408.02.01  
408.02.02  
408.02.03  
408.02.04



## PERFORMANCE OBJECTIVE

408.02.01

**Communicating With Search Teams****Search Manager****1. PERFORMANCE**

The SAR Manager will endeavour to maintain good radio contact with field resources, adhering to local communications protocols.

**2. RATIONALE**

Communications are critical, yet are often the weakest point of wilderness search efforts in the north. The Search Manager must work toward the best possible communications.

**3. STANDARD**

The Search Manager will appoint a Communications Chief, who will in turn gather a team of radio/telephone operators and others to facilitate communications.

**4. TEACHING POINTS**

Isolation of radio room:

- Preventing distraction,
- Interference with reception.

Radio log a critical document:

- Not loose-leaf,
- Possible legal document,
- Immediate commencement.

Role of the Communications Chief:

- Procuring / setting up equipment,
- Checking out and maintaining radios / satellite phones,
- Setting up repeaters,
- Assigning call signs,
- Maintaining radio log,
- Informing management team.

Radio types available locally:

- VHF – handheld,

## GSAR-SM

- ◆ Frequencies available,
- ◆ Line-of-sight limitations and range,
- VHF – mobile,
  - ◆ Frequencies available,
  - ◆ Range,
- HF – portable,
  - ◆ Frequencies available,
  - ◆ Range,

Antenna types and requirements,

Others locally available.

Satellite phones:

- Advantages and limitations.

Local protocols.

Intra-team transmissions:

- Separate channel.

### 5. SUPPORTING SKILLS

Familiarity with locally available radio equipment.

### 6. SUPPORTING KNOWLEDGE

GSAR-BR training.

### 7. TIME

20 minutes approximately

### 8. REFERENCES

Basic Ground Search and Rescue W. Merry (NWT)

Study Guide for the Radiotelephone Operator's Restricted Certificate (Land), Industry Canada

### 9. REMARKS

For purposes of training, it would be valuable to have a local radio communications expert describe the types and locations of equipment available locally and impart some idea of local transmission peculiarities and problems. Ideally, communications will be a complete separate course, and this section will be only a review and overview.

## PERFORMANCE OBJECTIVE

408.02.02

**Rescuing and Evacuating the Located Victim****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to design a rescue and evacuation plan for the search subject.

**2. RATIONALE**

Any delay in rescue, medical care and evacuation may result in a located search subject being further injured or dying before being retrieved.

**3. STANDARD**

At an early stage, usually while the Initial Response teams are out, the Search Manager will ensure that a rescue and evacuation plan appropriate to the situation is developed and on standby.

**4. TEACHING POINTS**

Safety is primary concern in all operations.

Phases of SAR operations: "LAST":

- Locate,
- Access,
- Stabilize,
- Rescue or Recovery.

Locate:

- The search operation,
- Early preparation of evacuation plan.

Access:

- Straightforward in many ground searches,
- Hazardous in specialized rescue environments,
- Cliff or mountain,
- Glacier,
- Avalanche,
- Ice (over fresh water),

## GSAR-SM

- White water,
- Enclosed areas,
- Seashore surf,
- Flood,
- Blizzard,
- Deteriorating sea ice,
- Extreme cold conditions,
- Restriction of untrained personnel,
- Appropriate safety gear in hazard areas,
- Flotation devices near water bodies,
- Hard hats, ropes for safety checking steep areas,
- Appropriate clothing and footgear,
- Survival materials for unexpected weather or long duration,
- Searcher-generated hazards to subject,
- Rock fall,
- Avalanche,
- Preplanning: access to special skills resources.

### Stabilize:

- Definition of stable, unstable,
- Instability: shock, trauma, dehydration,
- Instability: hypothermia,
- Factors indicating stability level,
- Pulse rate,
- Respiration rate,
- Level of consciousness,
- Severe hypothermia signs/symptoms,
- Obtaining medical advice by radio,



- Moving subject to medical vs. medical to subject,
- Camps for stabilizing,
- Carbon monoxide hazards to unstable subject,
- Importance of hydration,
- Preplanning access to fly-in medical personnel.

Rescue or Recovery:

- Rescue only if technically qualified,
- Body recovery only if safe,
- Evacuation considerations,
- “Walk out”,
- Air evacuation if unstable,
- Preplanning access to helicopters with stretcher kits,
- Safe route, weather forecast,
- Scouting route,
- Briefing subject on plans,
- Litter carries,
- Number of carriers, relief,
- Job distribution,
- Job rotation,
- Victim considerations,
- Sled evacuations,
- Maintaining warmth,
- Trauma/hypothermia exacerbation,
- Carbon monoxide hazard,
- Monitoring,
- Speed \ safety,
- Steep terrain stretcher carries,

## **GSAR-SM**

- Limitations,
- “Man carries”,
- Indications and limitations.
- Decision in hazardous conditions.

### **5. SUPPORTING SKILLS**

Skills in evaluating hazards in environmental and geographical conditions and basic first aid understanding are desirable.

### **6. SUPPORTING KNOWLEDGE**

Basic SAR training.

### **7. TIME**

20 minutes approximately

### **8. REFERENCES**

Basic Ground Search and Rescue W. Merry (NWT)

Search is an Emergency 1994 (ERI)

The Official Wilderness First Aid Guide, Merry, McClelland and Stuart, 1993

Wilderness First Aid, Emergency Care for Remote Locations, Jones & Bartlett, Sudbury, Mass.1998

### **9. REMARKS**

Individual team skills will vary with their experience in local environments as well as training. There is a tendency to overestimate technical rescue / evacuation skills of locals, and Search Managers should not hesitate to call in specialty personnel or fly in medical expertise and equipment to the subject. This requires preplanning.

First aid skills are frequently the weakest factor in SAR teams. Whenever possible, a rescuer with advanced first aid training should accompany each team. In some jurisdictions this is mandated, however, training is not universal enough in the north at this time to follow suit.

**PERFORMANCE OBJECTIVE**

408.02.03

**Handling Fatalities and Evidence****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to ensure that deceased subjects and potential evidence are handled appropriately.

**2. RATIONALE**

It is desired that deceased subjects should be handled with care and respect, and careful attention be given to legalities and preservation of evidence for investigation by the coroner or his representative. In evidence searches requested by the police, it is imperative that discovered evidence be handled so that it retains its validity.

**3. STANDARD**

While handling the deceased subject and/or evidence is usually the responsibility of the Search Team Leader, the Search Manager, working with the police authority, will ensure that proper procedures are carried out.

**4. TEACHING POINTS**

Fatalities

Responsibility for investigation of death:

- Coroner,
- Police (coroner's designate),
- Notification of coroner.

Report of subject found deceased:

- Radio codes,
- Word or number codes,
- Request for police at coordinates.

Team Leader responsibilities:

- Approaching unresponsive subject,
- Assessing death,
- Actions if death uncertain,
- Reporting,

## **GSAR-SM**

- Radio confidentiality,
- Protecting body, evidence and area,
- Notes.

Assisting police to move bodies:

- Not a volunteer mandate,
- As goodwill action,
- Declining.

Retrieving bodies from water:

- If body may be swept away,
- If location stable,
- If hazardous,
- Body bags and protective gear.
- Treating deceased with respect.

Critical incident stress debriefing:

- Encouraging CISD,
- Access to CISD.

Evidence Searches:

- Police callout.
- Tight police supervision.
- Mostly closed-grid:
- Specific instructions by police,
- Questionable evidence.

### **5. SUPPORTING SKILLS**

None

### **6. SUPPORTING KNOWLEDGE**

GSAR-BR training.

**7. TIME**

15 minutes approximately.

**8. REFERENCES**

Basic Ground Search and Rescue W. Merry, (NWT)

The Official Wilderness First Aid Guide, Merry, McClellan and Stuart, 1993

**9. REMARKS**

Handling fatalities in this section is primarily a review of Basic and Team Leader principles; if a fatality is reported the Search Manager's primary concern will be proper reporting to the police authority, who will then direct procedures and have the responsibility of notifying next of kin. The Search Manager should also encourage CISD for searchers finding a body. Therefore, this section is only a brief review of basic procedures.

If the local police authority may possibly use the local SAR team in evidence search, it is desirable that the appropriate officer deliver a separate presentation on the subject to the SAR group and the SAR Manager. This is especially important if the SAR group is to be used in urban search.



## PERFORMANCE OBJECTIVE

408.02.04

**Outside influence – Media, families, politicians****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to deal with outside influences in a positive way, and minimize distractions and undesirable interference or negative publicity from outside influences.

**2. RATIONALE**

Outside influences can negatively impact SAR operations by providing needless distractions, bad publicity, or direct interference. They may also be used constructively to further search efforts and bring needed recognition to volunteers. Which effect they have depends on how they are managed.

**3. STANDARD**

While usually the responsibility of the police authority, the Search Manager or his designate will sometimes work with media, relatives of search subjects, politicians and sometimes even psychics to encourage a positive response from each, and to discourage them from distracting or interfering with the search effort. He will keep relatives informed of progress, and on some occasions may have to prepare them for scale-down or suspension of the search effort.

**4. TEACHING POINTS**

Media:

- Stages of coverage,
- Concern,
- Accusation,
- Story behind the news,
- Dealing with media,
- Being proactive,
- Designate information officer,
- Control access to planning/operations areas,
- Control statements by searchers,
- Refer to information officer,
- Stating the obvious,
- Equal access to all media,
- Reference and credit to all involved,

## GSAR-SM

- Attendance at media conferences,
- Avoidance of adversarial relationship,
- News releases,

### Interviews:

- Establishing ground rules,
- Honesty, avoiding artificiality,
- Clarity, helpfulness,
- Emphasizing positive actions,
- Admission of the obvious,
- Avoiding “no comment”,
- Speculative and hypothetical questions,
- Trick questions,
- Leading,
- Loaded,
- Double-barrelled,
- “Off the record” requests.

### Relatives:

- Don't ignore,
- Assigning one person to them,
- Keeping informed,
- Keeping positive, no lies,
- Providing privacy and comfort,
- Assigning some “duty” to relatives,
- Dealing with grief reactions,
- Preparing relatives for scale-down or suspension,
- Fully informed of effort,
- Danger to searchers,



- Team consensus decision,
- Scale down rather than suspend.

Politicians:

- Dealing through agency spokesperson,
- Assignment of one contact,
- Proactively, keeping politicians informed.

Psychics:

- Determine motives,
- Supervision of family consultation,
- Discouraging media contact,
- Escorting into field.

## 5. SUPPORTING SKILLS

Good communications skills:

Tact,

Sensitivity.

## 6. SUPPORTING KNOWLEDGE

A course in dealing with media is highly desirable. Familiarity with local media is desirable. GSAR-BR training.

## 7. TIME

20 minutes approximately.

## 8. REFERENCES

Basic Ground Search and Rescue, W. Merry, (NWT)

Search is an Emergency 1994 (ERI)

Managing the Lost Person Incident (NASAR) 1997

## 9. REMARKS

While the responsibility for dealing with outside influences is technically a police responsibility, the Search Manager will often find that he must provide information to each of these, perhaps ask the media for assistance, and be compassionate with relatives. A separate course in media relations is highly desirable for search managers and information officers.



**PERFORMANCE OBJECTIVE**

**408.03**

**Demobilization**

**Search Manager**

See Performance Objectives 408.03.01  
408.03.02  
408.03.03  
408.03.04



## PERFORMANCE OBJECTIVE

408.03.01

**Suspension****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to decide to suspend or scale down an unsuccessful search after considering every pertinent factor.

**2. RATIONALE**

Because of the possibility of exceptional survivability and the difficult emotional, publicity and political climate, the search must not be suspended until all reasonable and safe efforts have been made.

**3. STANDARD**

The search manager, working with the management team, will weigh all-important factors before deciding to suspend or scale down a search effort.

**4. TEACHING POINTS**

Basic considerations in suspension decision:

- No reasonable probability of subject survival,
- Statistical/subjective probabilities,
- Weather/environmental conditions,
- Known subject condition,
- Underestimation of survival potential,
- Probability subject not in search area,
- Evidence pointing otherwise,
- All segments searched to high POD,
- Assessment of searcher safety,
- Weather, exhaustion, environmental factors, stress,
- Family and political climate.

Factors to consider:

- All areas searched to high POD,
- Probable survival/mortality carefully evaluated,
- Search plan fully executed,

## GSAR-SM

- Unresolved clues,
- Depleted/exhausted resources,
- Dangerous weather,
- Searcher safety,
- Priority of simultaneous incidents,
- Costs,
- Agency decision,
- Equipment malfunctions.
- Use of consensus in decision.
- Cooperation of family.

Scale down vs. outright suspension:

- Reduce searcher times, numbers,
- Possibly no night search,
- Possibly no bad weather search,
- Special resources,
- Dive teams,
- Cadaver dogs,
- Limited continuous search,
- Over-flights,
- Signs,
- New clue search,
- Media/public recruitment,
- Training exercises on search area.

## 5. SUPPORTING SKILLS

Skills in evaluating hazards of environmental and geographical conditions, and skills in evaluating condition of search personnel are desirable:

- Tact,
- Empathy.

**6. SUPPORTING KNOWLEDGE**

GSAR-BR training.

Knowledge of local or equivalent survival/mortality times and statistics is an asset.

**7. TIME**

15 minutes approximately.

**8. REFERENCES**

Basic Ground Search and Rescue, W. Merry, (NWT)

Search is an Emergency 1994 (ERI)

Managing the Lost Person Incident (NASAR) 1997

**9. REMARKS**

There is a danger of underestimating possible survival times, and benefit of the doubt should be carefully considered. Complete information to family and solicitation of their agreement is essential. A management team and family consensus should be stressed in announcing suspension or scale-down.





**PERFORMANCE OBJECTIVE**

408.03.02

**Recall, checking out****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to ensure that responders are recalled and checked in and equipment is checked in when a search is terminated.

**2. RATIONALE**

It is essential that all responders are notified of search termination and are checked in before being released, and that equipment is checked in and ready for the next operation.

**3. STANDARD**

The search manager will ensure that all responders and resources are notified of search termination, and arrangements made to return to search base for check in. He will also ensure that team equipment is returned and readied for further missions. He will gather information on loss or damage of personal equipment from responders and inform them of any possible compensation arrangement. He will ensure that adequate records are kept.

**4. TEACHING POINTS**

Communications Chief to contact responders.

Logistics Chief to arrange transport/check in.

Additional demobilization assignments as required.

Record keeping.

Safety:

- Tired responders at risk,
- Ensure drivers are fresh.

Termination vs. scale-down demobilization.

Demobilization plan:

- General information,
- Responsibilities,
- Release priorities,
- Release procedures,
- Organization and records,

## **GSAR-SM**

- Directory.

### **5. SUPPORTING SKILLS**

Organizational, management skills are desirable.

### **6. SUPPORTING KNOWLEDGE**

GSAR-BR training.

### **7. TIME**

10 minutes approximately.

### **8. REFERENCES**

Basic Ground Search and Rescue, W. Merry, (NWT)

Search is an Emergency 1994 (ERI)

Managing the Lost Person Incident (NASAR) 1997

### **9. REMARKS**

There is an overwhelming tendency for cold, tired, hungry responders to go directly home when it is announced the subject has been found, and this must be prevented.

## PERFORMANCE OBJECTIVE

408.03.03

**Incident debriefings and feedback****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to conduct or arrange for an effective Incident Debriefing soon after the mission.

**2. RATIONALE**

An Incident Debriefing provides invaluable information, which may prevent future incidents or improve efficiency and performance on future missions.

**3. STANDARD**

Shortly after the mission, the Search Manager, often in collaboration with the police authority or Emergency Measures official, will cause an Incident Debriefing to occur which examines the causes of the incident, determines possible prevention, reviews and critiques the operating procedures, and provides a historical record of the event.

**4. TEACHING POINTS**

Definition of Incident Debriefing.

Timing.

Who will attend?

Size of group,

Avoiding media,

Presence of subject.

Who will chair:

Police authority,

Emergency Measures official,

Search manager.

Debriefing objectives:

Why/how incident occurred,

How prevented,

Assessment of operational effectiveness and efficiency,

Provision of written record,

## GSAR-SM

Controlling the critique:

- Purpose,
- Avoidance of scapegoating, personal criticism.

Using written format as guide:

- Observation,
- Comment,
- Suggestion,
- Corrective action,
- Suggested person/agency for corrective action,
- Start by reviewing positive,
- Control of verbose, negative, argumentative individuals.

General procedure:

- Presenting initial report and chronological list of events to all,
- Evaluation of positive and negative, in order,
- Evaluation of the search plan,
- Effectiveness of preplan,
- Appropriateness of objectives,
- Effectiveness of organization,
- Effectiveness/efficiency of strategy/tactics,
- Equipment/resources,
- Communications,
- SOP effectiveness,
- Investigation,
- Special problems.

Follow up:

- Revision of plans, SOP's etc. As appropriate,
- Follow up meetings with other agencies/organizations

- Sharing information,
- Specific assignments for improvements,
- Submission of claims for injury, property loss, supplies, expenses,
- Required agency paperwork,
- Commendations/appreciation letters.

**5. SUPPORTING SKILLS**

Skills in managing meetings:

Tact,

Patience,

Analytical skills.

**6. SUPPORTING KNOWLEDGE**

Basic SAR training

**7. TIME**

15 minutes approximately

**8. REFERENCES**

Basic Ground Search and Rescue, W. Merry, (NWT)

Search is an Emergency 1994 (ERI)

Managing the Lost Person Incident (NASAR) 1997

Debriefing Notes form, Search Management Kit (NWT)

**9. REMARKS**

Either police authority or search manager may initiate incident debriefing. Generally, if police or EMO chair the event and lay down ground rules at the beginning, there is less likelihood of emotional outbursts than if a local search manager supervises it.



## PERFORMANCE OBJECTIVE

408.03.04

**Critical Incident Stress Management****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to anticipate potential critical incident stress, and work to prevent or lessen it.

**2. RATIONALE**

Critical incident stress (CIS) can have a profound psychological and physiological effect on emergency responders. This must be avoided whenever possible, and counselling accessed if it cannot be avoided.

**3. STANDARD**

The search manager will understand the concept of CIS, recognize its symptoms, and be able to encourage and direct personnel to critical incident stress counselling.

**4. TEACHING POINTS**

Definition of CIS.

Symptoms of CIS:

- Sleep disorders,
- Inappropriate emotional reactions,
- Flashbacks,
- Concentration, memory problems,
- Appetite changes,
- Increased stimulant/medication use,
- Social detachment,
- Depression.

Causes of CIS in SAR events:

- Death of victim or searcher,
- Prolonged incidents,
- Media attention,
- Mental fatigue,
- Failure to find subject,

## **GSAR-SM**

- Stress of command,
- Extremes of temperature,
- Loss of spatial orientation,
- Isolation.

Stress defusing:

- Short post-demobilization meeting with peers,
- Discuss emotional reaction,
- Relieves much stress,
- Identifies personnel needing full counselling.

Access to counselling:

- Through Emergency Measures Organization,
- Through police authority.

### **5. SUPPORTING SKILLS**

Knowledge of local personnel, tact and empathy are assets.

### **6. SUPPORTING KNOWLEDGE**

None

### **7. TIME**

10 minutes approximately

### **8. REFERENCES**

Managing the Lost Person Incident (NASAR) 1997  
Emergency Services Stress, Mitchell and Bray, 1990, Prentice-Hall

### **9. REMARKS**

It is necessary to emphasize that even the strongest individuals may experience CIS, sometimes long delayed, and that obtaining CIS counselling is good prevention and nothing to be ashamed of.



## PERFORMANCE OBJECTIVE

408.04

**Wilderness vs. urban search****Search Manager****1. PERFORMANCE**

The SAR Manager will be able to recognize basic differences between wilderness and urban search and search management.

**2. RATIONALE**

While some basic principles remain the same, the urban search must be managed somewhat differently from a wilderness search. The search manager who does not recognize the differences may attempt to use wilderness techniques, which are unsuitable.

**3. STANDARD**

The Search Manager will understand the basic differences between wilderness and urban search and avoid unsuitable search strategies and tactics.

**4. TEACHING POINTS**

Urban search tightly police supervised:

- Strong criminal possibilities,
- Investigation a primary tactic,
- Police may dictate strategy and tactics.

Urban interface searches very complex:

- Combined wilderness / urban tactics.

Searcher requirements differences:

- Police authorization,
- Uniforms/identification,
- Awareness of private property rights,
- Good communications skills/tact,
- Awareness of potential crime situation.

Organization requirements differences:

- Searches often massive,
- ICS system use,

## GSAR-SM

- Many convergent searchers,
- Computer software expertise a major asset,
- Training in urban SAR very important.

Planning differences:

- Use of urban behaviour statistics,
- Urban search tactics,
- Street sector teams,
- Motorized teams,
- Public information distribution,
- Commons searches (parks, green spaces etc.),
- Route searches,
- Body dump or disposal sites.

### 5. SUPPORTING SKILLS

None

### 6. SUPPORTING KNOWLEDGE

GSAR-BR training.

### 7. TIME

10 minutes approximately

### 8. REFERENCES

None

### 9. REMARKS

This section is only to alert the search manager that special training is required to manage urban searches, and that wilderness strategy and tactics are often inadequate or incorrect.

**CHAPTER FIVE**

**ABBREVIATIONS AND TERMINOLOGY**





CHAPTER 5

**ABBREVIATIONS AND TERMINOLOGY**

Abbreviations used throughout this publication are contained herein.



**A**

**B**

**C**

CTP Course Training Plan  
CTS Course Training Standard

**D**

**E**

EO Enabling Objectives  
ESD Emergency Services Division

**F**

**G**

GSAR Ground Search and Rescue  
GSAR–BR Ground Search and Rescue Basic Responder  
GSAR–SM Ground Search and Rescue Search Manager  
GSAR–TL Ground Search and Rescue Team Leader

**H**

HR Human Resource

**I**

**J**

**K**

KC Knowledge Checks

**L**

**M**

MA Managing Agency

**N**

**O**

**GSAR-SM**

**P**

PC Performance Checks  
PCs Performance Checks  
PO Performance Objectives  
POD Probability of Detection

**Q**

**R**

**S**

SAR Search and Rescue  
SC Skill Checks  
SCG School of Community Government

**T**

TA Training Agency

**U**

**V**

**W**

**X**

**Y**

**Z**



**CHAPTER SIX**

**TRAINING SUPPORT REQUIREMENTS**



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**General  
Course Training Requirements  
Twenty-Four Hour Pack  
Search Management Command Post**



## CHAPTER 6

**TRAINING SUPPORT REQUIREMENTS****GENERAL**

1. This chapter is aimed at providing the minimum equipment required to conduct the training.
2. It is expected that each time a course is conducted changes will be made to the suggested lists. It is very important that these changes be supplied to the MA who will ensure an amendment is issued to all publication holders. It is critical that Best Practices are passed to other SAR Teams and Communities in order to let them benefit from learned experience.

**COURSE TRAINING REQUIREMENTS**

3. The following are the resources required to carry out this training:
  - a. Candidate to instructor ratio shall be no less than 8:1;
  - b. Facilities:
    - (1) Classrooms;
    - (2) Field training area; and
    - (3) Secure storeroom; and
  - c. Material:
    - (1) Individual equipment (1 per candidate):
      - (a) Wet weather gear or cold weather gear (season dependent) (pants, jacket);
      - (b) Large field pack,
      - (c) Sleeping bag with inner protective bag,
      - (d) Air mattress or foam sleeping pad,
      - (e) Ground sheet,
      - (f) Plastic plate,
      - (g) Plastic cup,
      - (h) Canteen (metal preferred),
      - (i) Insect repellent,
      - (j) Solar cream, and
      - (k) Foot powder, and

## GSAR–SM

- (2) Tent Group equipment:
  - (a) Coleman’s stove,
  - (b) Lantern,
  - (c) Axe (2),
  - (d) Shovel (short handle – large scoop) (2),
  - (e) Pots and pans,
  - (f) Plastic dish wash basin (1),
  - (g) Dishwashing soap (small squeeze bottle),
  - (h) 3M scrubbing pads (2),
  - (i) Wash basin (2),
  - (j) Water jerry can (2),
  - (k) Tent,
  - (l) Garbage bags,
  - (m) Roll of twine (1),
  - (n) Toilet paper (5), and
  - (o) Paper towels (2 rolls), and
- (3) Audio–Visual equipment (1 per syndicate):
  - (a) Chalkboard,
  - (b) Flip chart, and
  - (c) TV/VCR,

## TWENTY–FOUR HOUR PACK

- 4. Suggested contents – this will also determine basic survival equipment:
  - a. Back pack – approx. size will be personal choice (25 – 45 Litres),
  - b. Knife – fixed or folding,
  - c. Matches – prefer two methods of starting fire, or carry an accelerant (lighter fluid / candle),
  - d. High energy snack foods,
  - e. Water or means to carry water,

- f. Emergency blanket and/or bivy sack,
- g. Space blanket reflective,
- h. Whistle,
- i. First aid kit / supplies,
- j. Small first aid book,
- k. 25 feet cord,
- l. Compass / GPS – (do not replace the compass for the GPS) w/batteries,
- m. Map of area,
- n. Watch,
- o. Radio / phone,
- p. Extra hat, gloves,
- q. Inner layer shirt sweater or a wind/water proof outer layer,
- r. Extra socks,
- s. Garbage bags – orange or yellow.
- t. Flashlight – (small) w/batteries. Note – if GPS uses AA batteries use same in flashlight?
- u. Signal mirror or flares.

**SEARCH MANAGEMENT COMMAND POST**

*To Be Determined*





